US Army Corps of Engineers®

READINESS XXI
TEAM USACE

RXXI
Validation Brief

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Agenda

READINESS XXI TEAM USACE

- Welcome/Opening Remarks
- Administration Announcements/Introductions
- Validation Workshop Objectives
- RXXI Overview
- RXXI OPORD: PDT Recommendations
  - FOC Tasks per 2007 OPORD
  - Emerging RXXI Initiatives
  - Steering Committee Discussion/Guidance
- Chief's Guidance/Direction
- Next Steps and Closing Comments

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RXXI OVERVIEW

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Objectives

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- 1 Jun 2008 Azimuth Check on RXXI Progress (Integration of Civil/Military Contingency Planning and Ops)
- Consensus/Approval of Provisional Organizations (HQ and Regional)
- Approval/Guidance to move forward on emerging initiatives
- Set Objectives for 1 Jun 2009

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COMMANDER'S INTENT

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- **Fully support the Army, DoD, DHS, DoS, NATO and the Nation for domestic incidents response and military contingencies while successfully executing our civil and military programs.**

- **Enhance our capabilities to meet new challenges for all contingencies, at home and abroad.**

- **Ensure USACE has credentialed/trained high performance expeditionary teams that meet the published readiness standards to be rated "green", and positioned to support all domestic incidents and military contingencies with readiness as a specified mission.**

- **Set high standards of performance with standardization of basic processes (SOPs). Train and measure readiness to the standard.**

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Chief's Priorities

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- Support the GWOT and the Expeditionary Forces
- Improve quality of support to Soldiers and their Families, Civilians and their Families and the Public
- Complete the transformation of the Theater Engineer Commands
- Effectively plan for and execute Disaster Relief
- Enable Gulf Coast Recovery
- Deliver on Military, Civil Works, Regulatory and R&D Programs and Projects

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RXXI Cross-Walk with Campaign Plan

READINESS XXI TEAM USACE

- Goal 1: Deliver USACE Support to combat, stability & disaster operations through forward deployed and reachback capabilities

  - Obj 1a: USACE is ready, responsive and reliable in delivering high performance, all-hazard, contingency mission execution in a world-wide theater of operations
  - Obj 1b: Prepare Theater Engineer Commands to support Combatant Commanders throughout the spectrum of conflict
  - Obj 1c: Establish human resources and Family support programs that promote readiness and quality of life
  - Obj 1d: Institutionalize USACE capabilities in interagency policy and doctrine

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RXXI Cross-Walk with Campaign Plan

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- Goal 3: Deliver innovative, resilient, sustainable solutions to the armed forces and the Nation

  - Obj 3b: Improve resilience and lifecycle investment in critical infrastructure

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Good to Great

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- **Disciplined people**: USACE Leadership aligns (with missions), recruits, develops and energizes the contingency workforce of the present and future. Every USACE team member knows their contingency role and is prepared to perform.

- **Disciplined thought**: RXXI engages a process of continuous improvement keyed to USACE mission priorities, capabilities, campaign plan objectives and external partnerships.

- **Disciplined action**: USACE Headquarters, MSCs and Districts act as one (Team USACE) to provide consistent, sustained, high performance in executing contingency missions in a world wide theater of operations.

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RXXI OPORD: PDT Recommendations

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Readiness XXI Moving Towards Full Operational Capability

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One of the primary objectives of Readiness XXI is to achieve synergy by integrating Civil (Emergency Management/CECW-HS) and Military (G-3/CEMP-O) contingency response planning and operations. The following brief highlights our movement towards full operational capability under Readiness XXI.

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Readiness XXI Goals Full Operational Capability

USACE will achieve Full Operational Capability (FOC) NLT 1 June 2008. FOC is defined as the following:

- ✓ Includes all actions in achieving Initial Operational Capability (IOC) and any subsequent refinements or adjustments determined necessary following the achievement of IOC.
- Integration of all HQUSACE contingency operations planning complete.
- Implementation of readiness reporting within the Defense Readiness Reporting System – Army (DRRS-A) for TDA organizations NLT 16 OCT 2007 (date first report due to DA).
- Completion of a plan for designating emergency essential/key-and essential positions, including these qualifications in position descriptions and objectives, and developing incentives for individuals that volunteer to serve on teams that deploy overseas.
- ✓ USACE response teams are expeditionary, prepared and multi-purpose.
- Complete development of an integrated “All Hazards” critical infrastructure risk management strategy.

Readiness XXI Goals Full Operational Capability

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FOC (Continued) :

- OM 10-1-1 update is completed and officially published.
- Force Management team fully established within HQ G-3.
- CERAP fully operational for all contingency operations.
- Exercise and Experiments capability established and initiated.
- Divisions and Districts fully operational under RXXI guidelines. Validation exercise scheduled for late ’08.
- Complete Readiness XXI Resource Requirement and Priority Analysis and develop an integrated budget strategy aligned with FY 2010 Civil Works budget cycle and FY 10-15 POM cycle.

✓ Complete the implementation of RFI organizational alignment and management process within the EI2RC and TEOC structure.

✓ Complete the implementation RSC organizational and functional alignment analysis. (Scheduled for 1 Oct 08)

Provisional Organization

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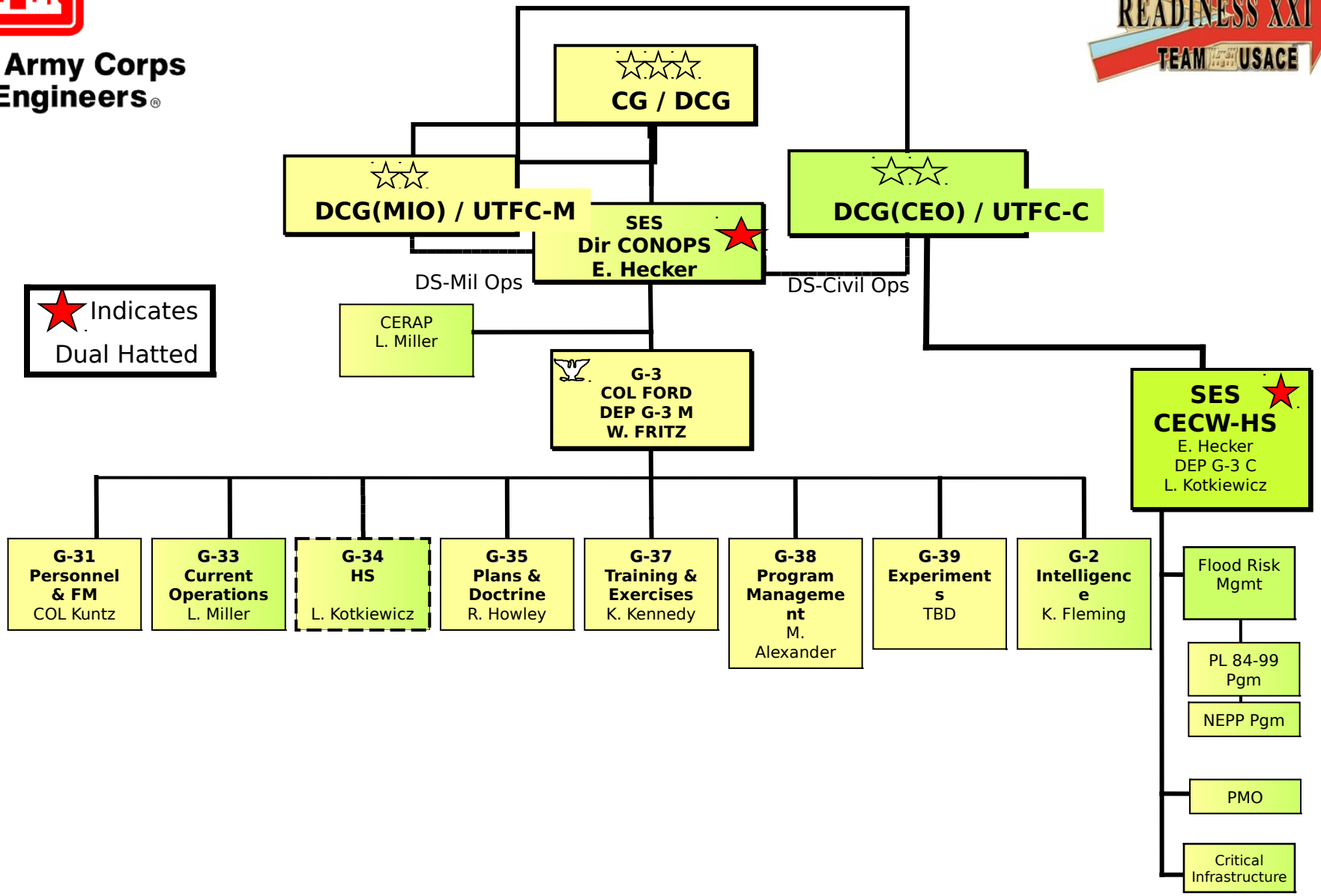

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Integrated Planning(G-35)

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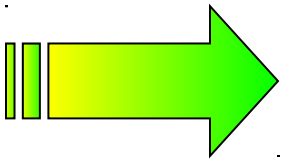
Task: Integration of all HQUSACE Contingency Operations Planning

FOC: Establish a planning organization and process for integrated contingency operations planning within USACE for the purpose of developing and publishing specific plans, annexes and appendices

Status: 

Integrated Planning (G-35)

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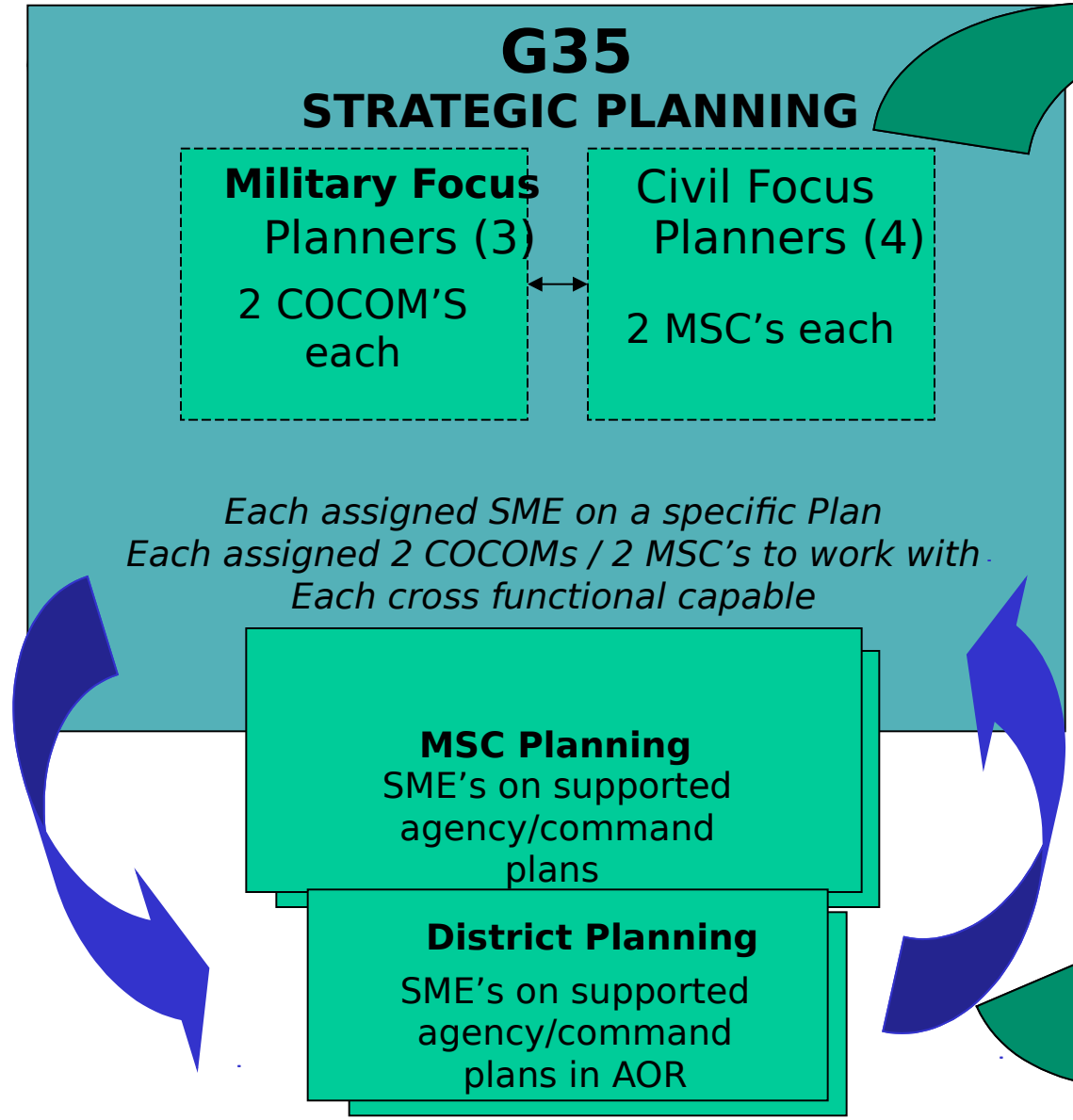
Recommendations:

- Adopt and approve the Integrated Planning Concept/Implementation Plan for the integration of all USACE contingency operations planning for execution
- At a minimum assign one military planner to the newly formed G35 section and seek prompt approval of Civil Planning position in order to commence the integrated planning effort at the HQ level
- Establish a Planning Section at each Division to conduct integrated military and civil operational planning as required in their area of operation, consisting of two full time planners
- Implement the Plan Architecture (per RXXI OPORD) consisting of an overall umbrella plan with pertinent appendices and annexes for individual contingencies and a recommended Initial Set of Priority Planning Requirements

Integrated Planning (G-35)



CURRENT OPERATIONAL PLANNING

CRISIS ACTION PLANNING

FUTURE OPERATIONAL PLANNING

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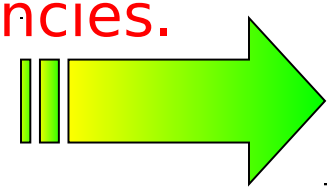
Improve Training and Exercises (G-37)

READINESS XXI TEAM USACE

Task: Establish and fully integrate the Military and Civil Emergency Management within the G-37 staff and the RSC for the planning, coordination and execution of USACE training and exercises for both Military and Civil deployments in support of UCP Goal #1.

FOC: Training and Exercise support Processes, Priorities and Resources are established to support UCP Goal #1. The result will be fully established, trained and prepared multi-purpose expeditionary teams to meet Doctrinal requirements for both Military and Civil contingencies.

Status: 

Improve Training and Exercises (G-37)

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READINESS XXI TEAM USACE

Recommendations:

- Continue refinement of USACE Annual Training Guidance
- Establishment of the G-37 section and integration with the RSC for training and exercise management and support
- Synchronize resource plan with training and exercise priorities
- Cultivate a corporate culture that supports both the development and deployment of expeditionary teams
- ✓ Training consolidation under the Readiness Support Center

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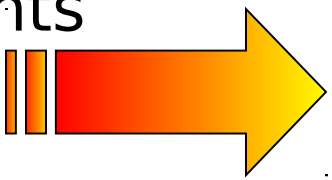
FEST Activation (G-38)

READINESS XXI TEAM USACE

Task: Activate and maintain fully staffed, trained and equipped detachments (8 ea FEST-A and 2 ea FEST-M)

FOC: A "Qualified Yes" readiness rating under DRRS by 16 OCT 08 for activating FEST – A/M detachments



Status:

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FEST Activation (G-38)

READINESS XXI TEAM USACE

Issues/Recommendations:

- FEST detachments primary interface with USACE thru G-38 Program Management, but also interact with G-33 Current Ops, G-35 Plans/Doctrine and G-37 Training/Exercises
- FEST C2
  - Non-contingency FESTs assigned to HQ USACE and attached to respective Division/District for PROFIS-like training
  - FEST detachments report to JTF or senior engineer HQ during contingency operations. FEST-A detachments assigned to FEST-M, if employed
- FFE Concept Plan awaiting approval at HQDA G3FM. Provides funding for FEST civilians enabling full time FEST civilian employees hired specifically for FFE mission

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FEST Activation (G-38)

READINESS XXI TEAM USACE

Issues/Recommendations:

- Personnel Annex to FEST Activation OPORD critical for getting “right person in the right seat”, i.e. Position Descriptions, incentive packages for volunteers, physical and medical standards
- HRC is critically short MAJ/O4. USACE HR is working to address shortfalls with Personnel Force Initiative or other sources
- Demand for FEST detachments is increasing, i.e. TF 134 and I Corps Engineer Staff Element
- Stationing/Logistics issues are numerous, but being addressed by the PDT
- FEST-M training and last session of FEST-A training scheduled for 4th QTR FY08 at RSC in Mobile, AL
- All 8 FEST-A and both FEST-M detachments currently reporting C5

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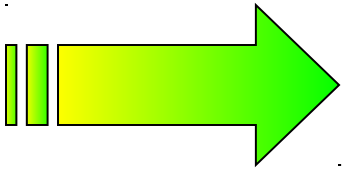
Innovations & Experiments (G-39)

READINESS XXI TEAM USACE

Task: Establish Systemic USACE capability for Concept Development and Experimentation

FOC: An established Innovations and Experiments

Enterprise process complete with required resources



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Innovations & Experiments (G-39)

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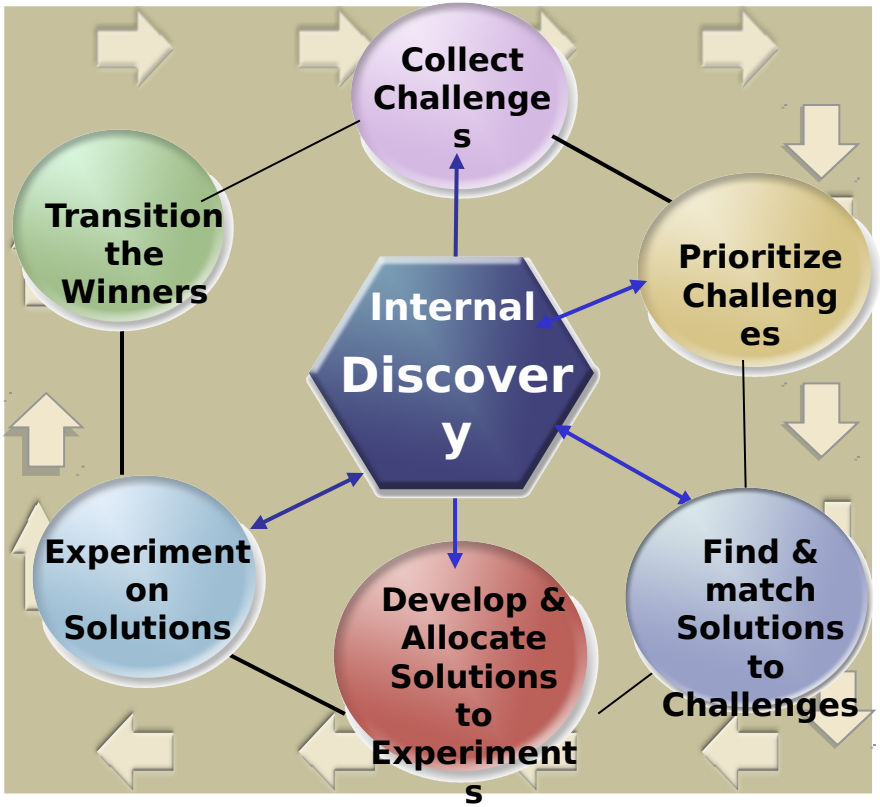
Recommendations:

- Provide an established Innovations and Experiments Enterprise Life Cycle process
- Establish a 3-yr planning methodology to incorporate all contingency operations' challenges, a method for prioritization, and appropriate experimentation venues



Improve Readiness and Reporting (G-33)

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Task: Investigate and implement way to improve readiness reporting, establishing and maintaining situational awareness (SA) of all personnel and team status down to the district level to effectively task and monitor deployment.

Have a USACE Common Operating Picture (COP) that will share and collaborate seamlessly, throughout the chain of command and with partners.

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FOC: A process and capability is established to provide all Command levels access to the current readiness status of deployable assets.

A Common Operating Picture (COP) that can be utilized from District, Division, and HQ, to include interface with Supporting/Supported Commands and Organizations.

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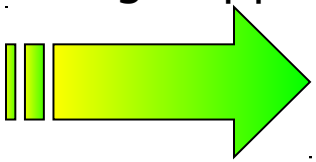

Improve Readiness and Reporting (G-33)

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Recommendations:

- Implement internal readiness reporting system by 15 Jun 08
- Test, refine and implement COP module during CY08
- Continue to resource reporting module and COP
- Continue to work to establish connectivity with the DRRS-A
- Establish a consistent review process that will enable upgrades in both the reporting module and the COP

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Integrated Contingency Response R Poo

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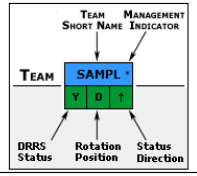
PRT Readiness Status



	LRD	MVD	NAD	NWD	POD	SAD	SPD	SWD
Combined Commodities (SWD)	LRE Y 6	MVR Y 2	NAO Y 3	NWS Y 7		SAW Y 5	SPN Y 4	SWG Y 1
Debris Removal (MVD)	LRL Y 4	MVN Y 5	NAB Y 1	NWP Y 6		SAM Y 3	SPK Y 2	SWF Y 7
ESF #3 Support Team (NAD)	LRD N 4	MVD N 3	NAD Y 1	NWD N 2			SPD N 5	
Emergency Power (LRD)	LRP Y 2	MVM Y 7	NAP Y 4	NWW Y 5	POH Y 3	SAS Y 1		SWT Y 6
Infrastructure Assessment (SPD)	LRB Y 4			NWS Y 3	POA Y 2		SPK Y 1 ↑	
National Ice (SAD)						SAC Y 1	SPA Y 2	
National Water (NAD)			NAE Y 2	NWK Y 1				
Temporary Housing (SAD)	LRH Y 5	MVP Y 1	NAN Y 3		POD Y 4	SAS Y 2	SPL Y 6	
Temporary Roofing (NWD)	LRN Y 3	MVS Y 2		NWO Y 4		SAJ Y 1 ↑		SWL Y 5

FFE Readiness Status

Priority	CIRT	FEST-M	FEST-A	BDT	IAT	LST	CREST	ENVST
STAND BY								
1.		TAC	POJ	LRL	SAM	NAD	NWD	SAD
2.			SAM	NAE		NWD	SAD	POD
3.			SAS	NWS		SPD	MVD	LRD
4.			SWF	POA		POD	NAD	MVD
5.			SWL	POH		SWD	SPD	SPD
6.			SWT	NAB		SAD	SWD	NAD
7.			NAN	SAM		MVD	LRD	SWD
8.			NAU	SWF		LRD	POD	NWD
9.			POA	SWL				ERD
10.			LRB	SWT				
11.			HQ					

Legend	
GREEN	All positions filled. Management cell completed annual training. Not more than 50% turnover in team members assigned since last year.
AMBER	All positions filled. Management cell has not completed annual training. 50-75% turnover in team member has occurred since last year.
RED	Any position not filled or 75-100% team member turnover.

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Critical Infrastructure (OHS/G-34)

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Task: Develop initiatives that support a more secure and more resilient Corps Civil and Military critical infrastructure

FOC: A secure and resilient Corps Civil Works infrastructure with enhanced protection that prevents, deters, and/or mitigates the effects of manmade attacks and improves preparedness, response, and rapid recovery in the event of an attack, natural disaster, and other emergency. Integration with DOD DCIP.

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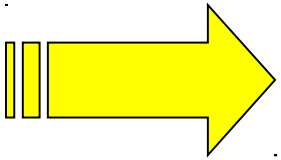

Critical Infrastructure (OHS/G-34)

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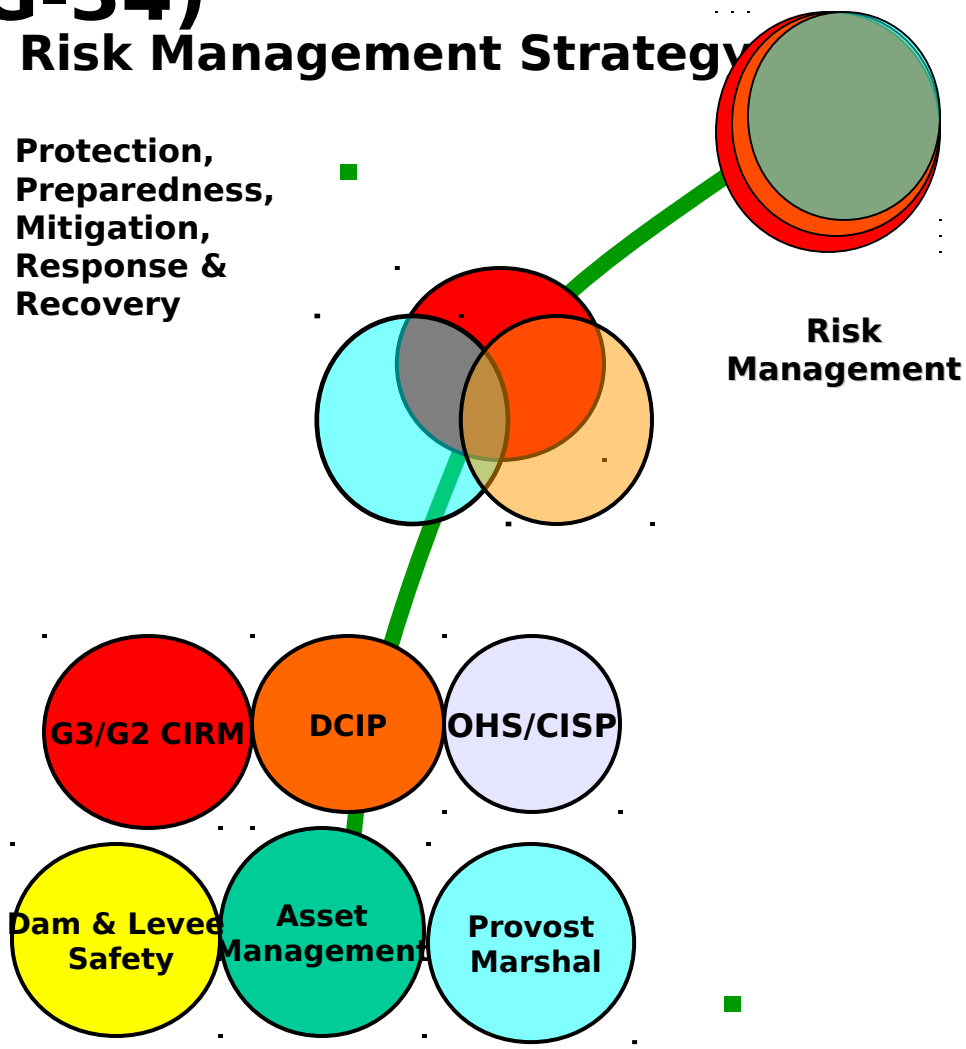
READINESS XXI TEAM USACE

Recommendations:

- Integrate the Military Programs and Civil Works Critical Infrastructure initiatives to reduce risks to water resources and military infrastructure from all hazards
- Build a strong partnership with external stakeholders to align efforts with the National Infrastructure Protection Plan and Dams Sector Specific Plan to define and address interdependencies as part of a regional framework

All Hazards Framework



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Requirements & Program Development (G-38)

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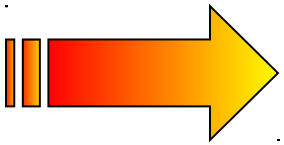
Task: To validate existing processes and procedures while establishing performance measures for both the Military and Civil Works contingency programs to ensure that future readiness and resource needs are provided for the Expeditionary Force

FOC: Clear performance based guidelines in place to support support USACE readiness and contingency operations budget process ensuring that the program fits within the intent of the President's management agenda and USACE strategic goals and Objectives

Status: 

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Requirements & Program Development (G-38)

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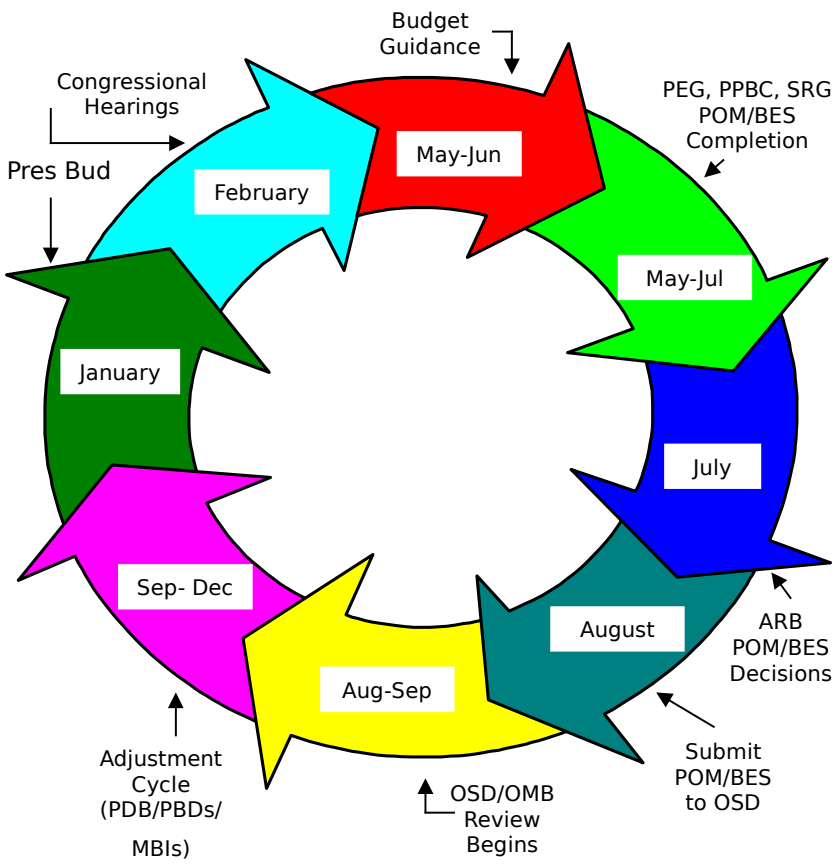
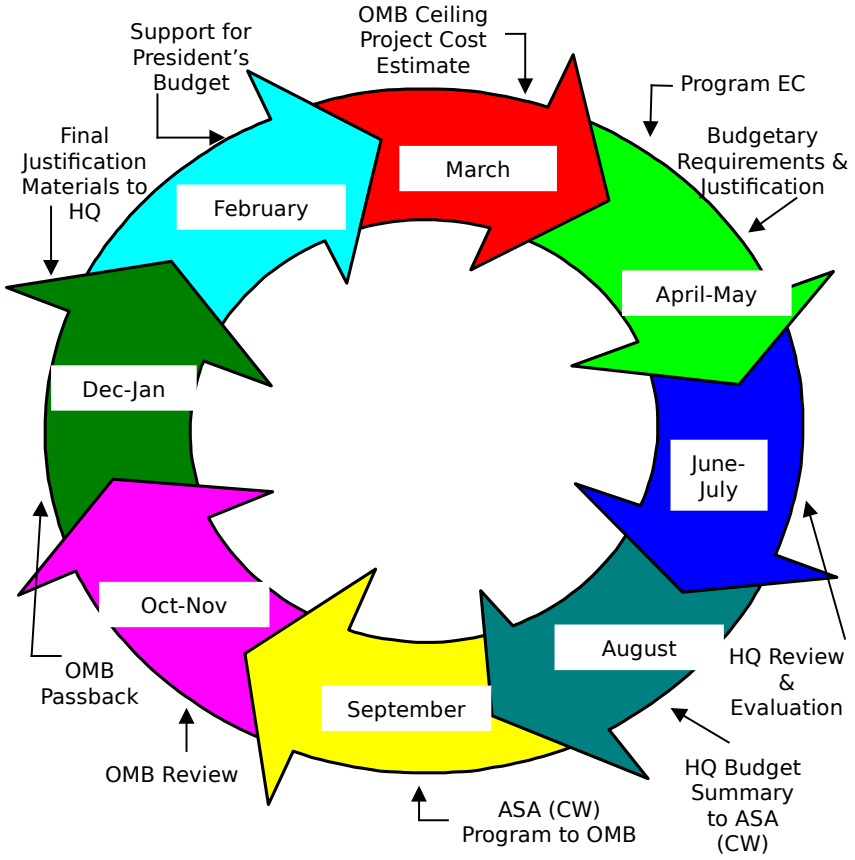
POM/BES FORMULATION CYCLE



CW ANNUAL BUDGET CYCLE



Requirements & Program Development (G-38)

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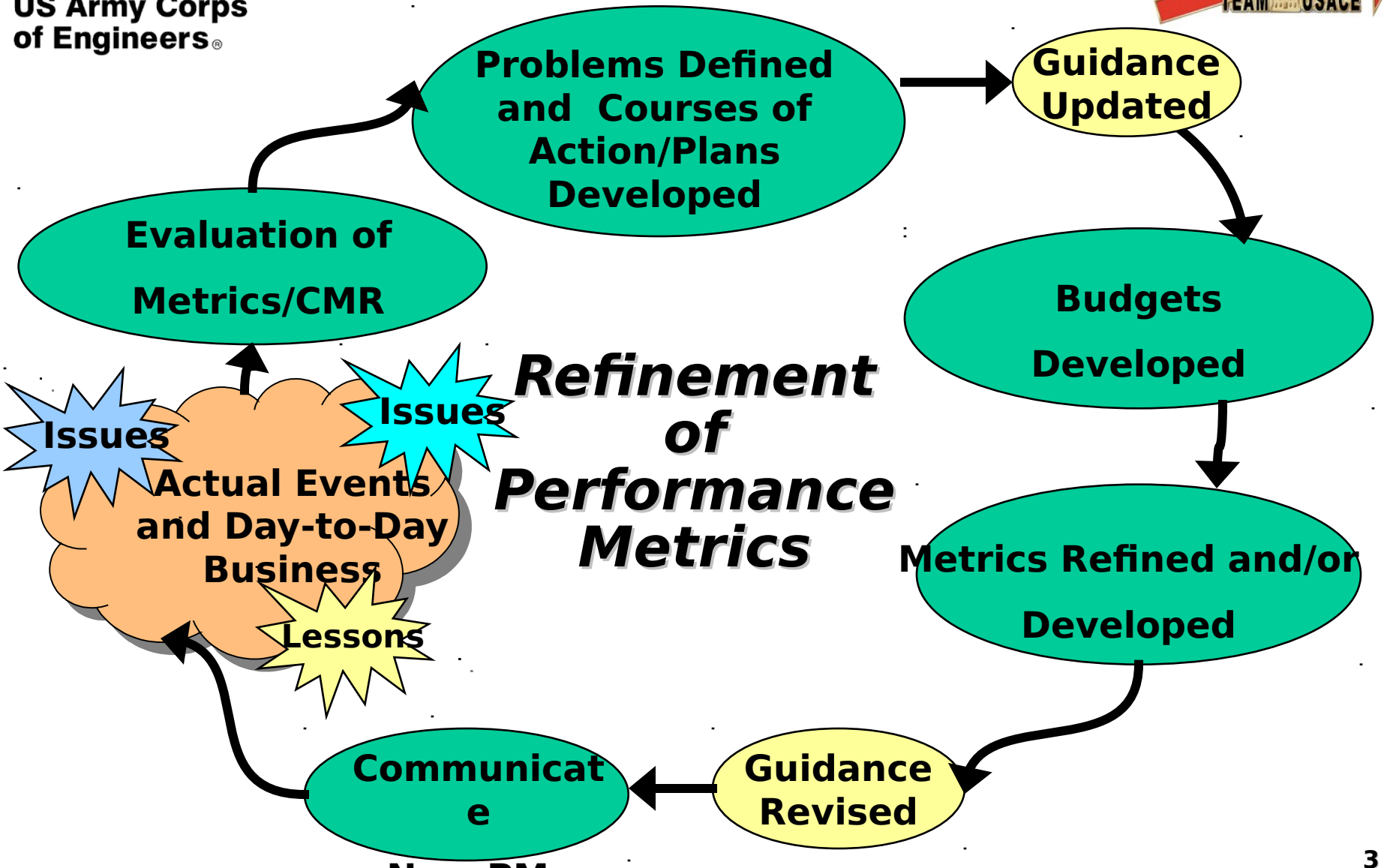

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Corps of Engineers Remedial Action Program (G-3)

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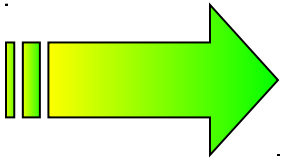
Task: Improve the existing CERAP process for enhancing doctrinal requirements for both Military and Civil contingencies

FOC: CERAP processes are fully operational for all contingency operations by 1 June 2008. Successful implementation of all specified task outlined in OPORD 2007-09, RXXI Implementation.

Status: 

Corps of Engineers Remedial Action Program (G-3)

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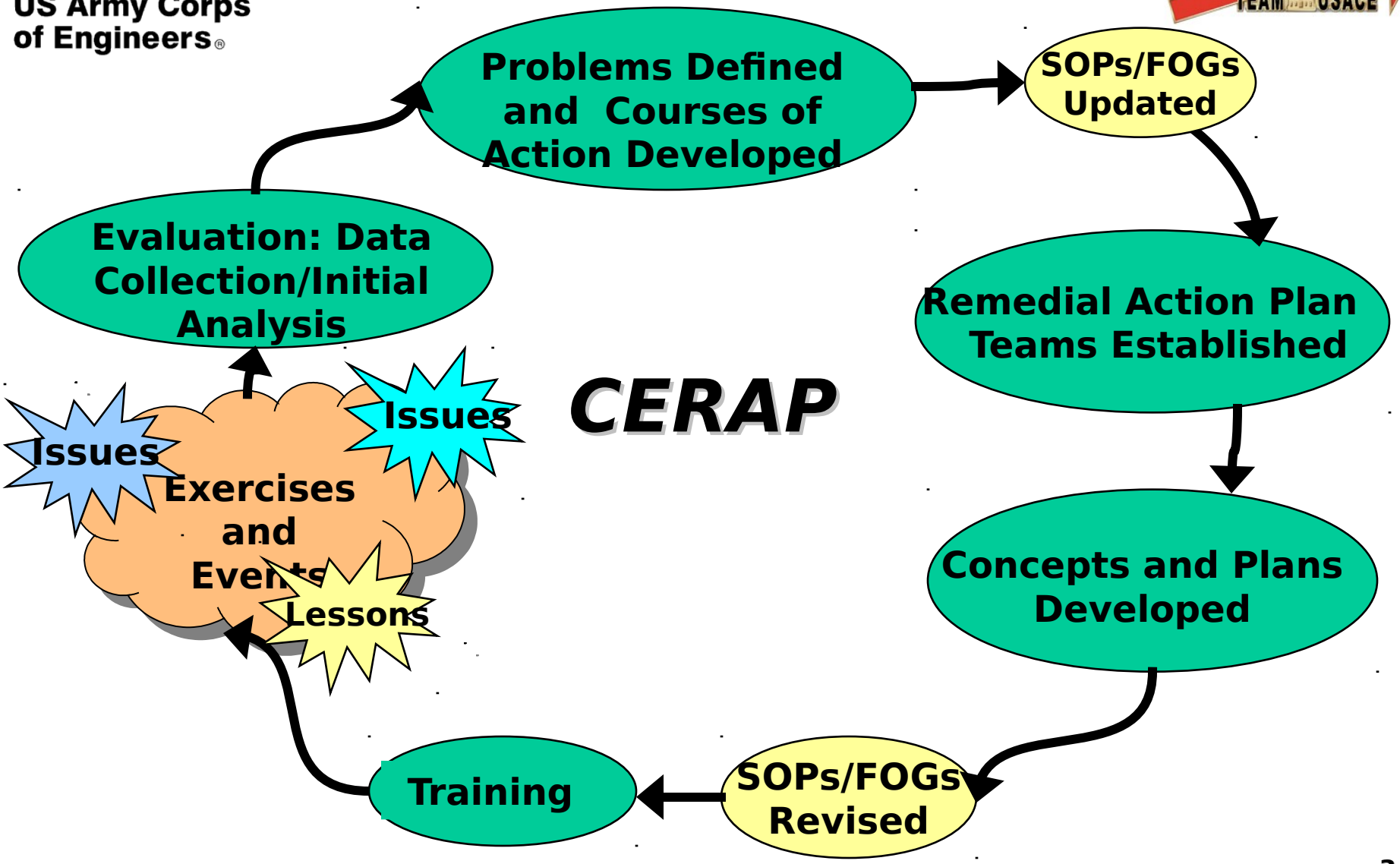

Corps of Engineers Remedial Action Program (G-3)

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Recommendations:

- Adopt annual CERAP process for military contingencies using civil contingency model, while continuing to integrate those areas that can be leveraged from a remediation standpoint.
- Assign at least one person with military background full-time CERAP responsibilities to ensure continuous “cross-fertilization” between civil and military and application of best practices, lessons and remedial actions.
- Continue further development of CERAP SOP for all contingencies.
- Broaden applications and build relationships in this area of expertise, to include entities such as Center for Army Lessons Learned (CALL)

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G3/OHS Organization

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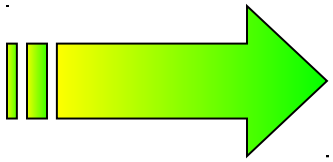
Task: Integration of G3 and OHS functional and program activities

FOC: HQUSACE and Divisions are Fully Operational under RXXI guidelines by 1 Jun 08



Status:

Provisional Organization

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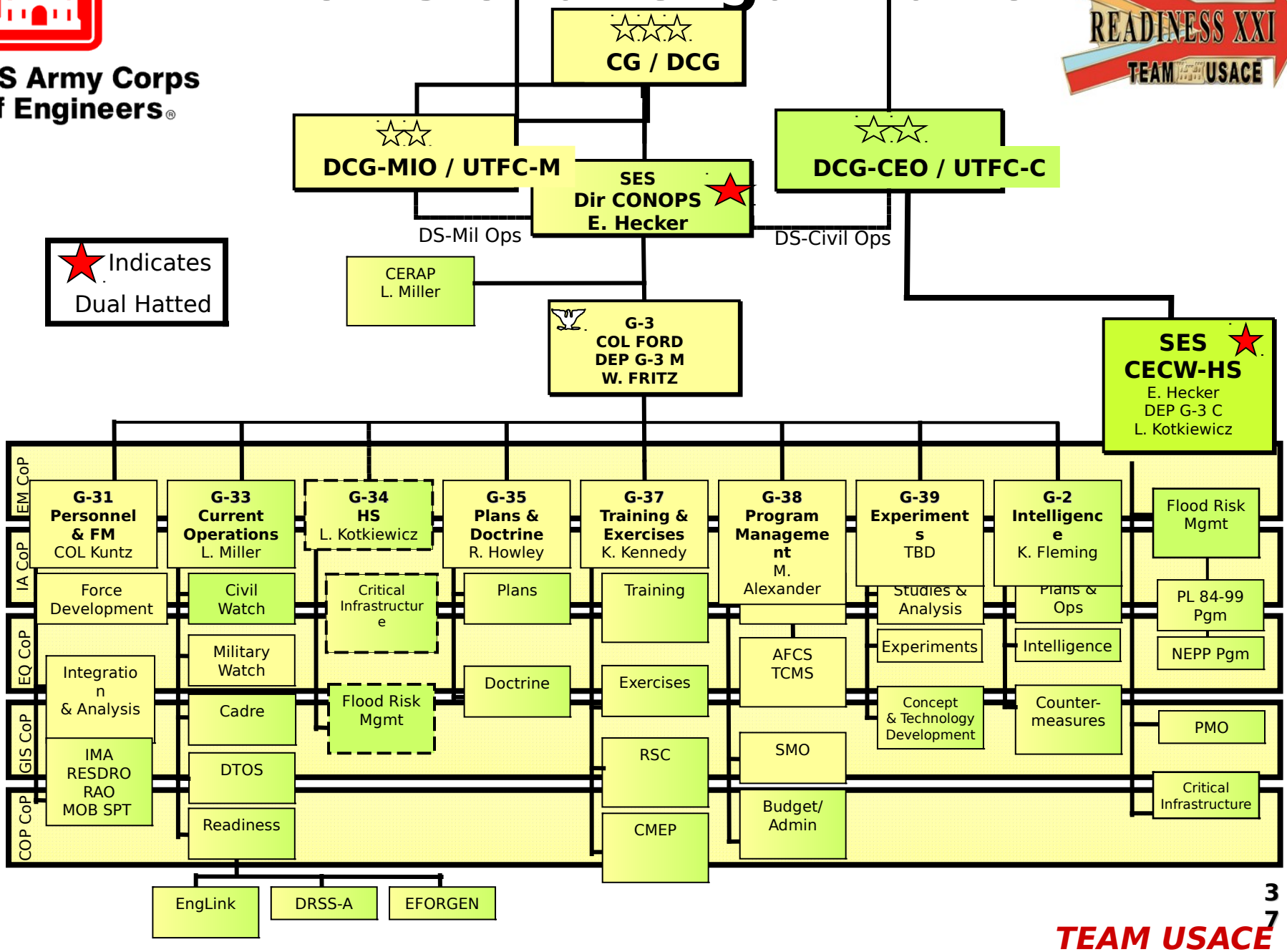

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G3/OHS Organization

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Recommendations:

- The Headquarters adopts and implements the provisional RXXI organization and staff changes within the current TDA
  - Re-write OM10-1-1 portions affecting the provisional RXXI staff
  - Develop and execute staffing plan
- Finalize, staff decision document and implement provisional staff organization by 1 Oct 08
- Develop COAs and recommendation for realignment of NWD RIT leader responsibilities; implement by 1 Oct 08
- Conduct a functional staff analysis to determine the best business practices for intelligence and security functional alignments; include in staff decision document

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Regional Readiness Organization

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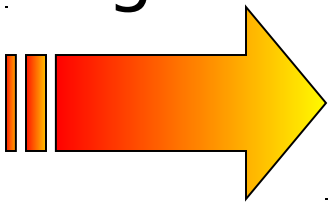
Task: Integration of Division contingency operation functions and program activities

FOC: Divisions are Fully Operational under RXXI guidelines by 1 Jun 09

Status: 

Regional Readiness Organization

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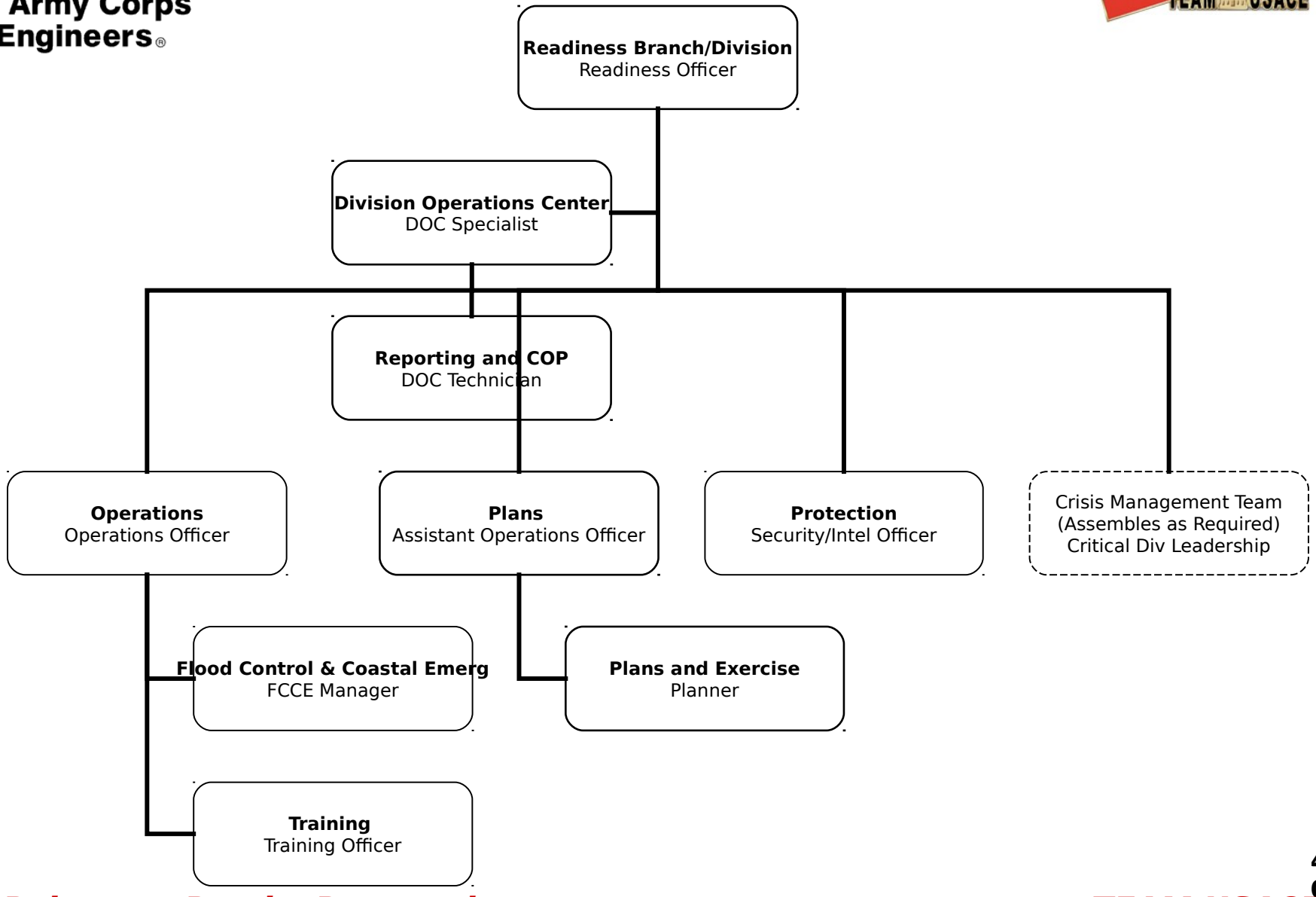

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Regional Readiness Organization

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Recommendations:

- NWD forms a provisional organization within current TDA by 1 Oct 08
  - Identify requirements and develop sourcing strategy
  - Execute staffing plan
- All Divisions (excluding GRD and TAD) implement provisional organization by 1 Jun 09

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EMERGING RXXI INITIATIVES

RXXI and Army Initiatives

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- **USACE tasks in Army Action Plan for Stability Operations**
  - **Synchronize TEC support with COCOM SO planning (CP 1b)**
  - **Institutionalize the responsiveness and readiness of civilian USACE capabilities in support of forces executing SO (CP 1a)**
  - **Provide infrastructure and city management expertise to support host nations in a contingency environment (CP 1a and 1d)**
  - **Execute CMEP activities (CP 1a and 2d)**
  - **Maintain capability to deploy CREST and EnvST teams during contingency operations (CP 1a)**
- **Generating Force Concept**
  - **Army organizations whose primary mission is to generate and sustain the operations Army—"Institutional Army"**
  - **Take core Institutional Army capabilities and make them expeditionary so they can support the Operational Army—deployed for extended periods**
  - **Develop multinational partner capability and capacity**
  - **Enable strategic reach**
  - **Adapt to the operational environment—adapt or build new capacities**
- **Building Increased Civilian Deployment Capacity**

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Capacity Development

READINESS XXI TEAM USACE

Definition of Capacity Development –

"Capacity Development is the building of human, institutional and infrastructure capacity to help societies develop secure, stable and sustainable economies, governments and other institutions through mentoring, training, education, and physical projects, the infusion of financial and other resources, and most importantly, the motivation and inspiration of people to improve their lives."

Definition authored by LTG Henry J. Hatch, USACE (Ret.)

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Background

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- Capacity Development is recognized as a critical component of meeting future USG requirements; selected as component for Readiness XXI Implementation
- Capacity Development does not currently exist as a formal, USACE-wide business practice, which leads to inconsistent application of Capacity Development within and across USACE mission areas
- Ad hoc approach to Capacity Development may result in non-sustainable outcomes and loss of initial investment
- Current USACE programs and projects range from inherent Capacity Development activities (e.g., Civil-Military Emergency Preparedness) to supplemental training on infrastructure projects and handover to local authorities
- Capacity Development White Paper establishes need for formal USACE Capacity Development business practice to operate domestically and internationally; consistent with Full Spectrum Operations, FM 3-0

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Benefits

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- Benefits of Capacity Development to societies (international and domestic)
  - Immediate needs are met for host nations and service recipients
  - Long-range stability is achieved through enhanced capabilities
  - Dependence on aid from USG and other sources is reduced
- Benefits of Capacity Development to USACE
  - USACE increases visibility as world leader in:
    - Preparing and assisting societies, leading to stability and autonomy
    - Developing effective, sustainable infrastructure projects
  - Low investment and high return on program/project effectiveness
  - Capacity Development is integrated as part of normal planning and budgeting process by programs and projects; therefore the USACE Capacity Development business practice results in minimal cost impact
  - USACE is recognized as a major participant in Capacity Development by other USG and international organizations

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Proposed Business Practice

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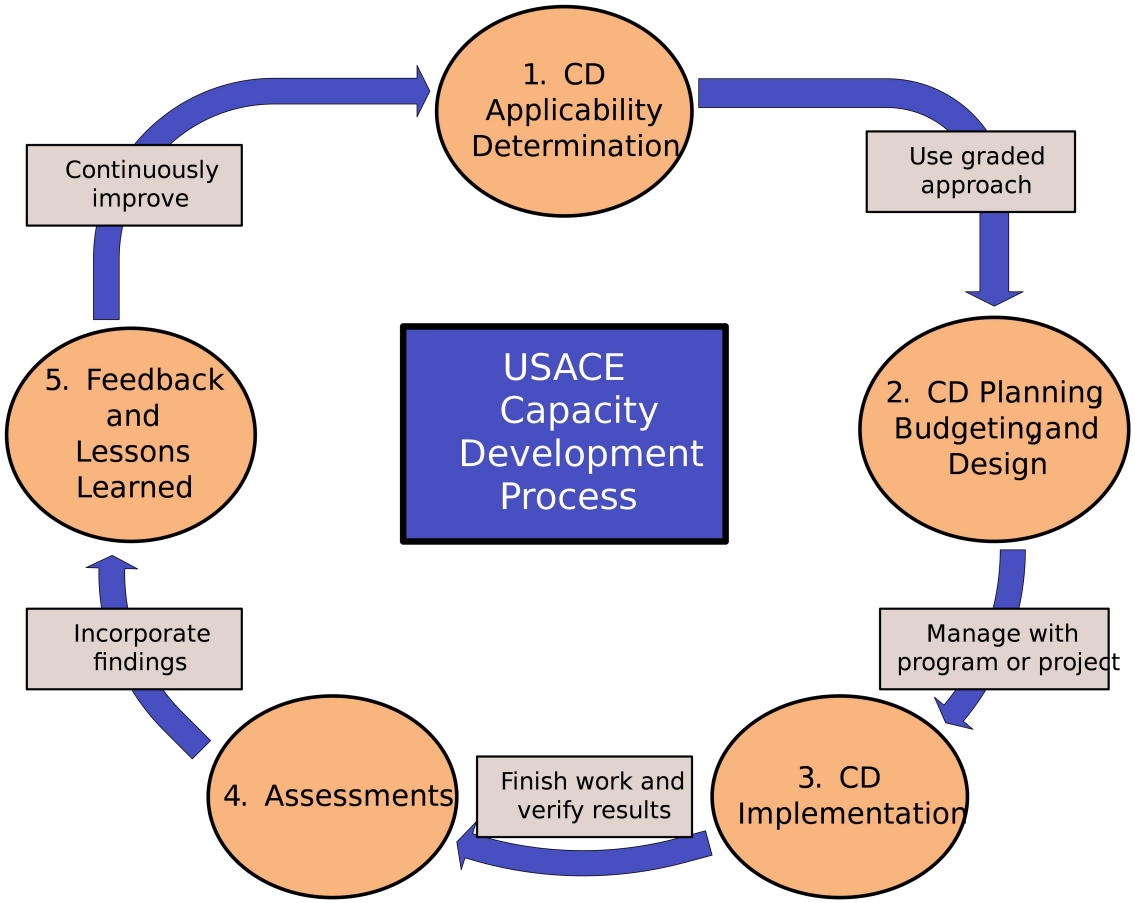
Planning and Implementation – A Five Step Process



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White Paper Recommendations

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Capacity Development White Paper contained 10 specific recommendations:

1. Recognition of Capacity Development
2. Capacity Development Framework

3a. Capacity Development Business Practice and Structure

3b. Capacity Development Business Practice Organizational Unit

4. Interfaces, Partners, and Stakeholder Involvement
5. Planning and Budgeting

6a. Acquisition Strategy and Private Sector Involvement

6b. Contract Provisions for Capacity Development

7. Tracking and Reporting
8. Assessments and Continuous Improvement

Next Steps

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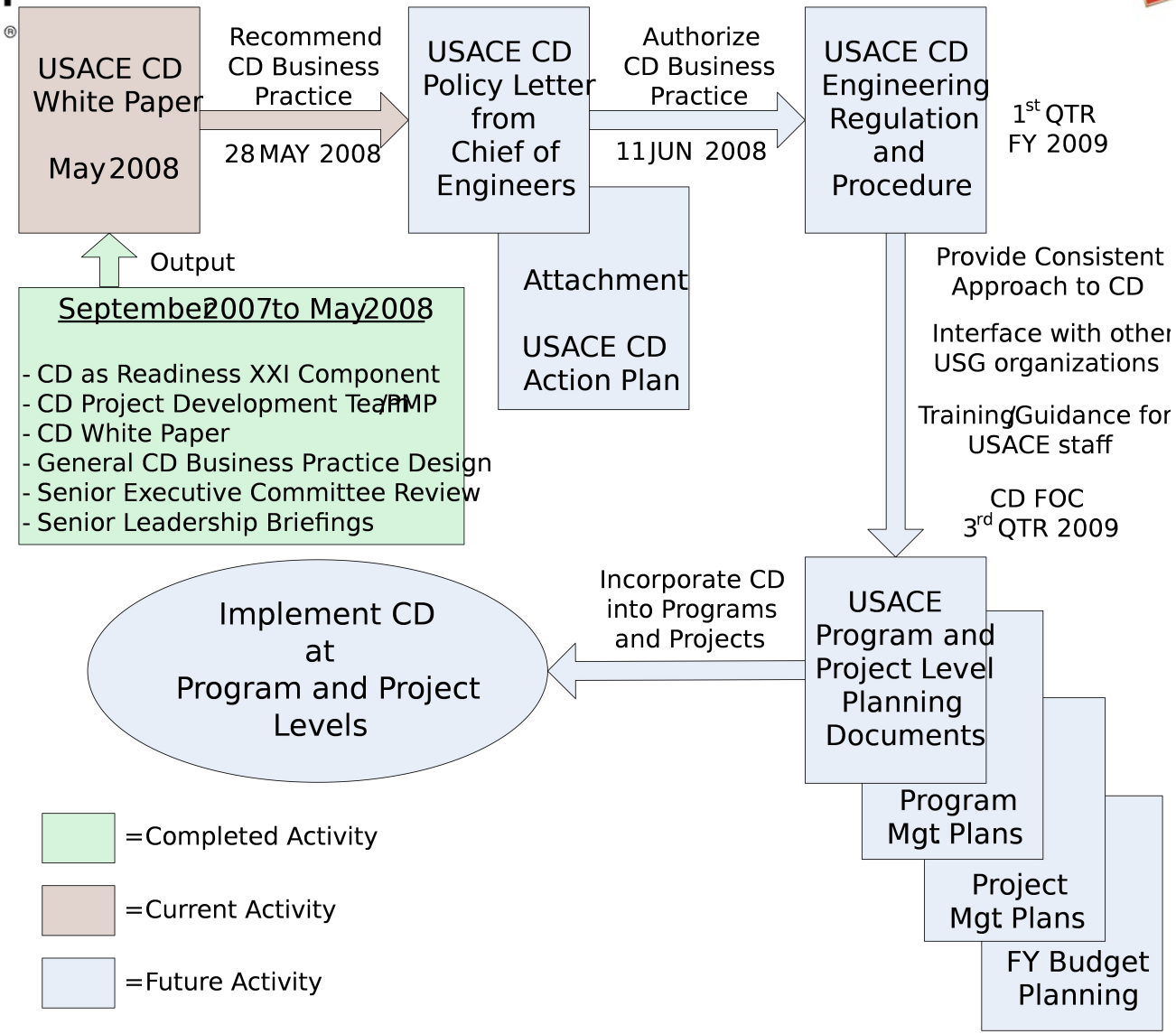
USACE CD White Paper
May 2008
Recommend CD Business Practice
28 MAY 2008
USACE CD Policy Letter from Chief of Engineers
Authorize CD Business Practice
11 JUN 2008
USACE CD Engineering Regulation and Procedure
1st QTR FY 2009
Output
September 2007 to May 2008
- CD as Readiness XXI Component
- CD Project Development Team/PMP
- CD White Paper
- General CD Business Practice Design
- Senior Executive Committee Review
- Senior Leadership Briefings
Attachment
USACE CD Action Plan
Provide Consistent Approach to CD
Interface with other USG organizations
Training/Guidance for USACE staff
CD FOC
3rd QTR 2009
Incorporate CD into Programs and Projects
USACE Program and Project Level Planning Documents
Program Mgt Plans
Project Mgt Plans
FY Budget Planning
Implement CD at Program and Project Levels
=Completed Activity
=Current Activity
=Future Activity

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Civil/Military Emergency Preparedness (G-37)

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- Concept Plan approved 6 Jun 2006
- USACE has been directed to perform in the HQDA G-35 Strategy, Plans and Policy Army Action Plan for Stability Operations, Army Campaign Plan Decision Point 105 approved 2 August 2007

- IOC: 5 POM positions approved to begin by 1 OCT 08, 3 funded to begin ASAP to begin strategic program development

- FOCs when fully operational (FY 10) are to assist development of professional civil-military emergency management competence and experience in all COCOMs to:

  - Support security through reducing the impacts of and improving the response to major hazards from all disasters
  - Support US plans for sustainable peace while advancing US interests including strengthening democratic institutions
  - Support international partner national and regional strategies relating to capacity development in the areas of disaster preparedness and consequence management.

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Protection *(OHS/G-34)*

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Tasks:

- USACE is fully capable to fulfill the Protection missions to include preventing and mitigating all hazards threats on our infrastructure and workforce
  - PMO will be fully capable to fulfill the Protection missions upon hiring of Deputy PM and the Antiterrorism positions.
- Develop a strategy to address military/civil work program gaps
  - Best solutions – update policy and funding requirements
  - Significant funding gaps:
    - Funding security upgrades at civil works projects.
    - Include PMO in the CW budget process.
    - USACES funding of PMO positions. (Note: Labor costs for the PMO should be split-funded to account for MILCON/civil works work activity.)

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Family Readiness (CP Goal 1c)

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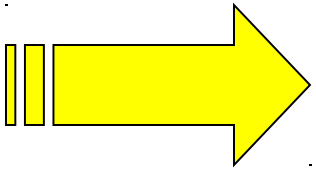
Task: Develop USACE Family Readiness Program

FOC: Establish HR and family support programs that promote readiness and quality of life.

Status: 

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Family Readiness (CP Goal 1c)

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Recommendations:

- Implement USACE Army Family Action Plan (AFAP) Program. Instutionalize USACE participation in the AFAP process to present and resolve issues unique to USACE. Secure USACE delegate seats at AFAP Annual Conference and GOSC. Establish AFAP Program Manger position at HQUSACE. Submit issues to AFAP.
- Place Community Support Coordinators at the MSCs to improve quality of life for family members of deployees.
- Improve/consolidate procedures for GWOT and civil emergency pre-deployment to include family members of deployees.
- Develop USACE culture that encourages deployment, recognizes those who deploy, and accommodates readjustment needs of returning deployees.
- Issue USACE specific casualty management procedures and policy. Improve casualty notification process, and address existing medical coverage gaps in transition from GWOT deployment (military medical care) and Federal workers' compensation coverage.

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Chief's Guidance/Direction

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Next Steps

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- Full Mission/workforce analyses of HQ and Regional organizations—staff decision document by 1 Jul 08
- Execute the provisional organization at HQ and NWD by 1 Oct 08
- Establish template for District organization under RXXI, implement by 1 Jun 09
- Issue FRAGO by 15 Jun 08 based on outcome of validation and to establish 1 Jun 09 objectives
- Brief ASA (CW), OMB and Congressional Staff, by 30 Jun 08

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Closing Remarks